

8101017

8101017

new



INSTITUTE OF GOVERNMENTAL
STUDIES LIBRARY

JAN 6 1981

UNIVERSITY OF CALIFORNIA



CITY OF OAKLAND

MODEL CITIES PROGRAM

THE GENESIS OF COMPREHENSIVE COMMUNITY DEVELOPMENT

THE MODEL CITIES PROGRAM IS . . .

Designed to concentrate public and private resources in a comprehensive five-year attack on the social, economic, and physical problems of slum and blighted neighborhoods. Authorized by Title I of the Demonstration Cities and Metropolitan Development Act of 1966, its purpose is to upgrade the total environment of such neighborhoods and significantly improve the lives of residents.

Cities participating in the Model Cities program receive one-year planning grants to cover 80 percent of the cost of planning comprehensive programs to raise substantially the levels of housing, education, health and medical treatment, employment and job training, income, and social services in the model neighborhood. When plans are completed and approved, cities are eligible for Federal grant-in-aid programs and Model Cities supplemental grants to carry out their programs.

Community responsibility for the Model Cities program is vested in the principal local executive officer (Mayor, City Manager) and elected governing body (City Council, Commission). Because the Model Cities program is designed to improve the target area and contribute to a more well-balanced, healthy city and metropolitan area, it should also further develop the capability of local government to deal with citywide problems similar to those faced in model neighborhood areas.

States are encouraged to work closely with Model Cities to relate State-administered Federal grant-in-aid programs, particularly those in the fields of health, education, and welfare, to the needs of the model neighborhood. States should coordinate activities, contribute financial and human resources, provide technical assistance, and respond to needs for legislative change.

Residents of the neighborhood and the city as a whole (including labor, business, and other civic groups in the community) should have a hand in identifying problems, planning, and carrying out the program. To assure them a meaningful role in improving and rebuilding their communities, neighborhood residents must have clear and direct access to the decision-making process in the Model Cities program. Residents should also be given maximum opportunity for jobs in the projects and activities of the program.

THE MODEL CITIES PROGRAM IS NOT . . .

IS NOT . . . an overnight cure for all the problems of the city. The program should certainly make substantial improvements in education, housing, employment, and other conditions in the target area in a five-year period, but it will not bring about urban utopia.

IS NOT . . . supported completely by Federal funds. The bulk of the funds for the Model Cities program comes from new investment of private, local, and State funds, grants from existing federally aided programs, and better use of money already being spent in the model neighborhood.

IS NOT . . . the sole responsibility of a single Federal agency or unit of government. Although the law designates the U.S. Department of Housing and Urban Development as the administering agency, all Federal agencies which administer social, economic, and physical programs share responsibility for the Model Cities program, as do State and local governments.

IS NOT . . . slum clearance or strictly physical rebuilding. The Model Cities program also emphasizes treating the social and economic needs of residents. Increasing the supply of adequate housing is a major goal, but this will come through rehabilitation of existing structures wherever possible, as well as through new construction.

IS NOT . . . a program to be run solely by the agencies of city government or solely by neighborhood residents. Since a successful Model Cities program depends on improvement and coordinated delivery of services which are largely the responsibility of the city government and private agencies, residents cannot run the program apart from the city government. Citizens must, however, have an important role in planning and monitoring the program.

8/01017



Mayor and City Council, 1972

The Model Cities process represents a bold attempt on the part of federal and local government to seek out new ways to deal with critical urban problems.

In Oakland we accepted the challenge offered to us through the Model Cities process and have demonstrated, through implementing comprehensive program ideas, better methods for solving social, economic, and physical problems.

During the past two years we have experienced many successes. This brochure will highlight many of those achievements.

JOHN H. READING
Mayor
City of Oakland

As Model Cities commences its Third Action Year here in Oakland, the City Demonstration Agency (CDA) would like to mark the occasion by the publication of a Public Information Brochure, highlighting the accomplishments of the Oakland Model Cities Program.

MAURICE DAWSON
CDA Executive Director
Oakland Model Cities Program



INSTITUTE OF GOVERNMENTAL
STUDIES LIBRARY

JUL 18 2024

UNIVERSITY OF CALIFORNIA

EARLY HISTORY

Oakland's beginnings as a City are an interesting chapter of Americana. In 1769, Don Gaspar de Portola discovered San Francisco Bay and claimed the area for the King of Spain. The discovery was essentially ignored, until 1820, when the Spanish King gave what is now known as Alameda and Contra Costa Counties to one of his favorite retainers, Luis Maria Peralta. Peralta divided up his lands between his sons, and the family settled down to raising abundant crops of wheat, fruits, and vegetables. This tranquil existence was shattered permanently by the discovery of gold and the subsequent migration of settlers to San Francisco. Because anti-Spanish sentiment was very strong as a result of the Mexican War during the late 1840's, it was easy to dispute Spanish title to land. Peralta's lands were gradually acquired by the new settlers, and the City of Oakland began to take form. By 1842, Oakland had accumulated 100 inhabitants, and was incorporated as a town. In 1854, a bill was passed in the State Legislature to make Oakland a City, and by 1873, after years of quarreling and dispute, Oakland became the county seat of Alameda County. Thus it was the gold-rush settlers and those who followed them who ultimately shaped the East Bay's development, although the Spanish dons left their legacy in the street and place names of the area.





OVERVIEW OF WEST OAKLAND

The Western Section of Oakland has been designated as the Oakland Model Neighborhood Area by the City of Oakland. West Oakland, the oldest residential neighborhood in the City, and formerly Oakland's commercial hub, is characterized by flatland that is bounded by San Francisco Bay to the West, the downtown center to the East, the Estuary to the South, and roughly, the MacArthur Freeway to the North. Before World War II, this area was inhabited predominantly by minority families in low and middle income brackets. During the early 1940's, large numbers of black families moved to Oakland from the rural south, to work in the shipyards and other defense installations. Many of these black families located in West Oakland.

Historically then, Oakland has been a "port of entry" for low-income households, many of whom have been minorities. Jobs, provided by increased defense expenditures, the availability of low-income housing, and finally, the general growth of the Bay Area's economy, have attracted people to the area, seeking a better way of life.

While Oakland has been able to absorb most of its newcomers, social, economic, and physical problems have plagued the City as a whole, especially the lower income inhabitants of neighborhoods such as West Oakland.

According to the 1970 U.S. Census, approximately 28,100 people live in the Model Neighborhood. This amounts to approximately 8 percent of Oakland's 361,500 population. Over 80 percent of the Model Neighborhood population is black. Although some other neighborhoods in Oakland reflect similar conditions, problems are more intense in West Oakland.

PROBLEM ANALYSIS

In the original Planning Studies that preceded the implementation of the Oakland Model Cities Program, the following statistics were revealed.

Social: The Model Cities area comprises 9 percent of the population within the jurisdiction of the County Health Department, yet the area contributes 20 percent of measles, 30 percent of the TB, 50 percent of the gonorrhea, 51 percent of the syphilis, and 70 percent of the congenital syphilis.

In terms of education, indices suggest that the achievement level of students in this area falls far below city-wide averages.

Economic: Thirty percent of the City's welfare recipients live in the Model Neighborhood, and the rate of unemployment and underemployment for both males and females is 14.3 percent, which surpasses that indicated for the other target areas combined.

Physical: The planning studies also revealed that close to 50 percent of all housing units in the Model Neighborhood did not meet housing code standards.

While conditions in the Model Neighborhood Area present a setting which does not provide residents with a decent living environment, there is sufficient cause for being optimistic about the impact of the Model Cities Program.

For example, there appears to be a solid core, approaching 60 percent of owner occupied units in the area. Although the number of people moving in and out of the area appears quite high, research suggests that the rate of mobility has decreased substantially since 1960. Resident participation in the Model Cities planning process is another reason for being optimistic. Starting out with small inexperienced study committees in September, 1969, an average of 200 persons now regularly attend study committee meetings to give community input to the Model Cities Program. Finally, it is important to note the potential charm of the West Oakland area. The unbroken composition of Victorian houses in several sections provides irreplaceable design and traditional charm for the West Oakland community.



THE MODEL CITIES COMMUNITY DEVELOPMENT PROGRAM IN OAKLAND

In the fall of 1966, Congress enacted legislation creating a Demonstration City Program entitled Model Cities. Oakland was chosen as one of the first cities to be funded by Title I of the Demonstration Cities and Metropolitan Development Act.

The Oakland Model Cities Program was designed to launch a concentrated community development offensive on the broad range of social, economic, and physical problems that confront the Model Neighborhood Area. Major program efforts are directed towards expanding housing opportunities, economic and job development, reducing dependence on welfare payments, combatting disease and ill health, reducing the incidence of crime and delinquency, and enhancing recreational

and cultural opportunities. To achieve these objectives, Model Cities has designed projects that address themselves to the employment, housing, business development, education, and police-community-justice needs of the Model Neighborhood residents.

From its inception, Oakland's Model Cities Program has been unique, because West Oakland has had strong community based programs and organizations, well versed in program planning and implementation. Dating back to the Gray Area Studies of the middle 60's sponsored by the Ford Foundation, West Oakland's grassroots residents, in concert with City Hall, have played an active and significant role in affecting those social programs that have come into West Oakland.

Oakland Model Cities Community Development Planning And Implementation Process

There are five basic organizational structures which contribute to the Oakland Model Cities community planning and implementation process:

- Model Cities Study Committees
- West Oakland Planning Committee, Inc.
- Model Cities Policy Committee
- City Manager (City Demonstration Agency)
- City Council

STEP 1: CITIZEN PARTICIPATION

Model Cities Study Committees

All definitions of problems, objectives, strategies and project proposals are reviewed in the six Study Committees. These are Education, Health and Welfare, Economic Development, Police/Community Justice, Physical Improvement, and Housing. These committees are open to all Model Neighborhood Residents and to representatives of public agencies affecting the community.

STEP 2: CITIZEN PARTICIPATION

West Oakland Planning Committee, Inc.

The West Oakland Planning Committee, a non-profit corporation with its own staff, serves as the vehicle for citizen-participation in the Oakland Model Cities Program.

The WOPC reviews project proposals and recommends appropriate actions. Review by the WOPC takes place both at the WOPC Executive Board level and at the Model Cities Policy Committee level, wherein WOPC occupies 13 of 25 Policy Committee seats.



STEP 3: CITIZEN AND CITY PARTICIPATION

Model Cities

Policy Committee

The Model Cities Policy Committee is responsible for reviewing, reconciling, and revising proposals submitted to it by the Model Cities Executive Director. The Policy Committee is composed of representatives from the WOPC and one representative from each of the following agencies:

- Police Department, City of Oakland
- Building and Housing Department, City of Oakland
- City Planning, City of Oakland
- Public Works, City of Oakland
- Housing Authority, City of Oakland
- City Manager's Office, City of Oakland
- Parks and Recreation Department, City of Oakland
- Alameda County Welfare Department
- Alameda County Health Care Services Department
- Redevelopment Agency
- Oakland Public Schools
- Community Action Agency

The participation of the WOPC and representatives of the above listed agencies on the Policy Committee assures that communication is maintained between MNA residents and local government.

STEP 4: CITY PARTICIPATION

City Manager (City Demonstration Agency)

Following approval by the Model Cities Policy Committee, project proposals are submitted to the City Manager by the Model Cities Director for further review before being placed on the City Council agenda.

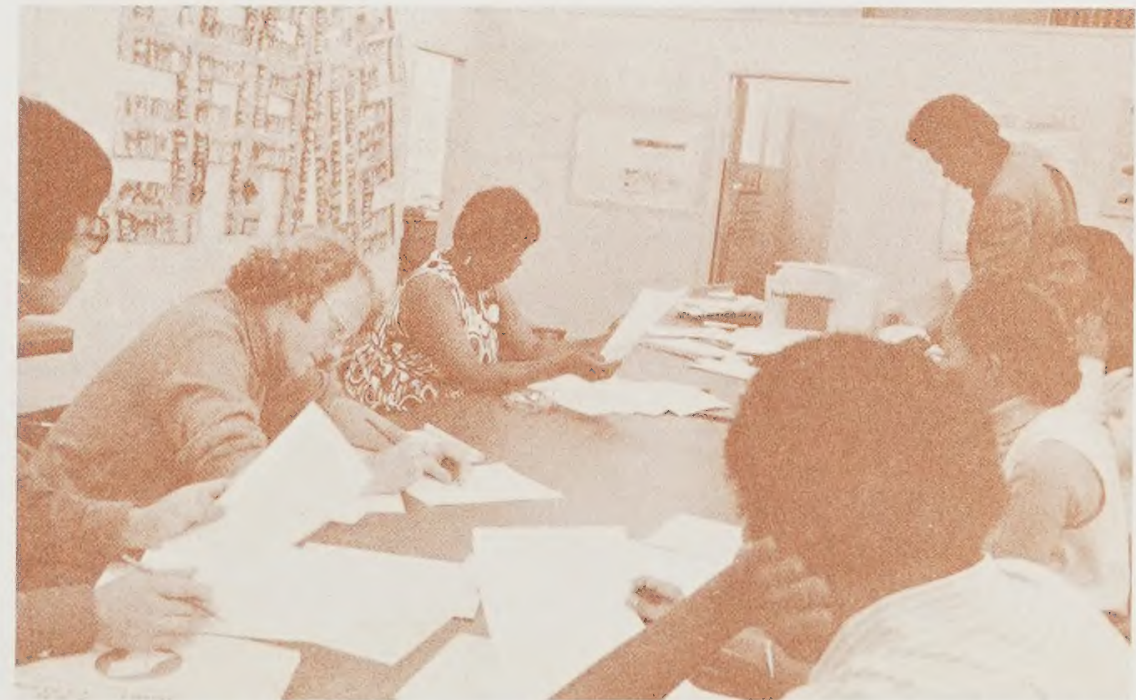
The City Manager is responsible for the total administration of the Model Cities Program. The City Demonstration Agency (CDA) Director is administratively responsible to the City Manager.

The CDA Director has the responsibility for program planning and implementation. He is also accountable for policy matters to the Model Cities Policy Committee.

STEP 5: CITY PARTICIPATION

City Council

All official proposals considered by the Policy Committee and recommended by the WOPC must be approved by the Oakland City Council in order to become operational. No proposal goes to the City Council for consideration without WOPC review and no WOPC approved proposal can be implemented without City Council approval. In short, the Mayor/City Council is the final policy making body for Oakland Model Cities.



Oakland Model Cities Organizational Chart

LEGEND:

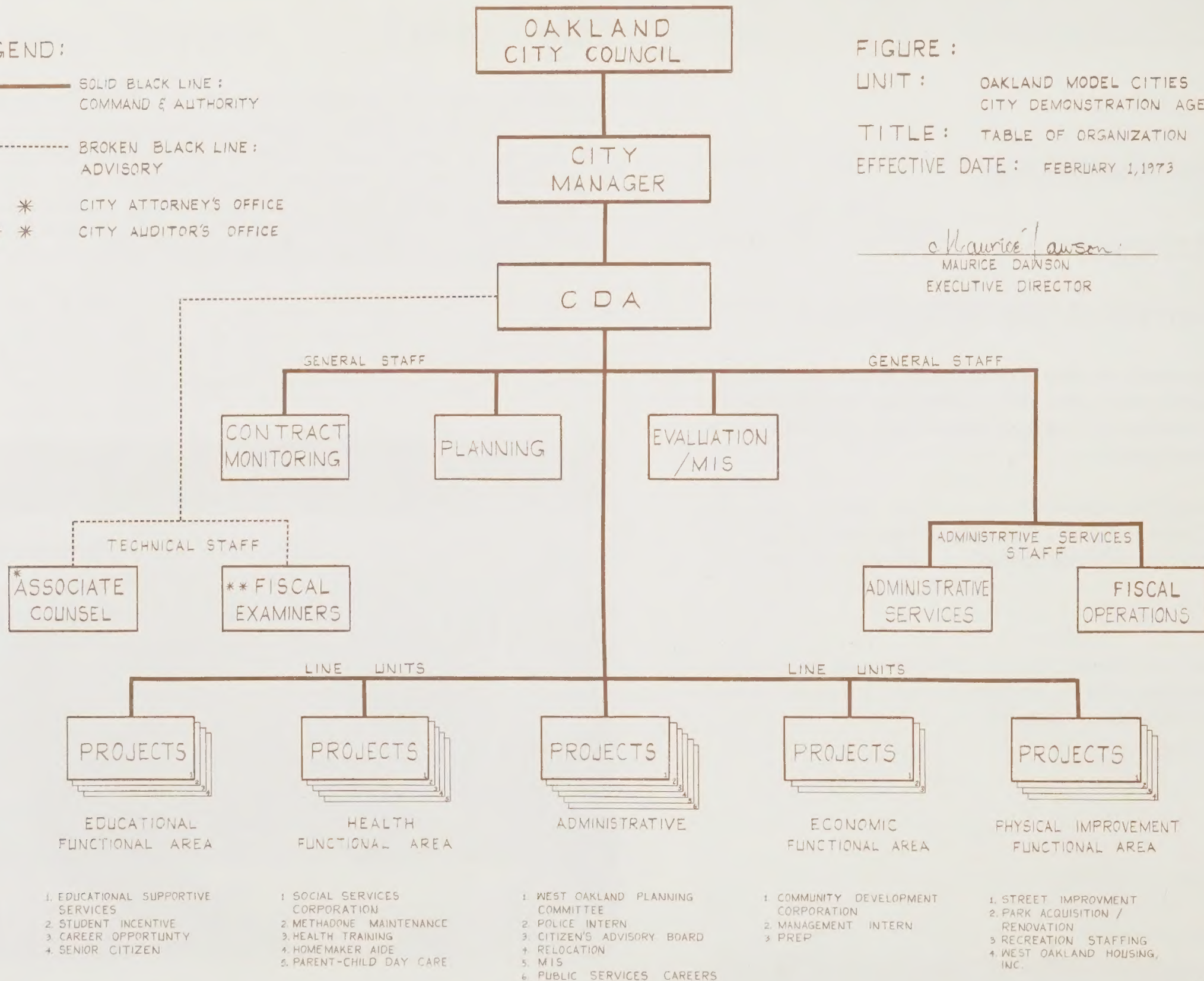
- SOLID BLACK LINE :
COMMAND & AUTHORITY
- - - - - BROKEN BLACK LINE :
ADVISORY
- * CITY ATTORNEY'S OFFICE
- * * CITY AUDITOR'S OFFICE

FIGURE :

UNIT : OAKLAND MODEL CITIES
CITY DEMONSTRATION AGENCY

TITLE : TABLE OF ORGANIZATION

EFFECTIVE DATE : FEBRUARY 1, 1973



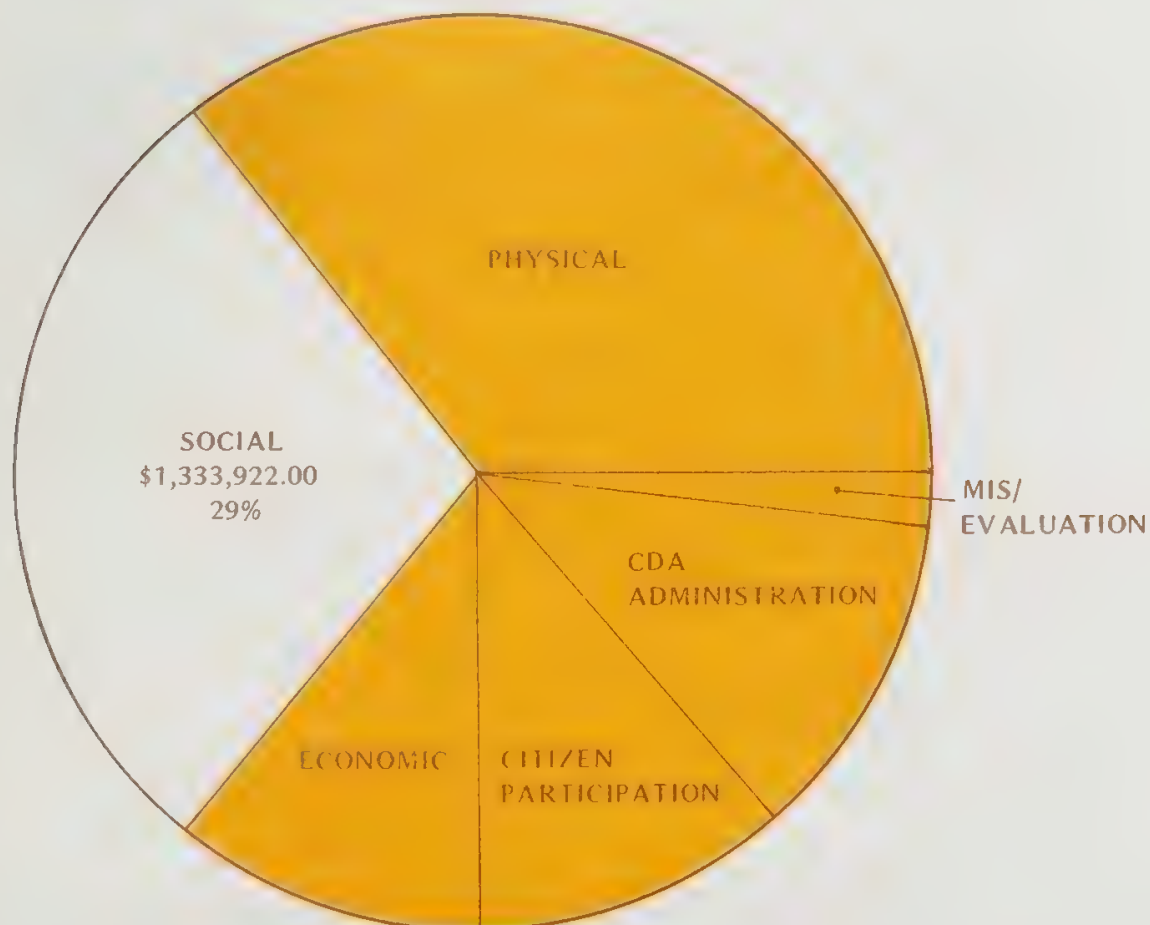
Maurice Dawson
MAURICE DAWSON
EXECUTIVE DIRECTOR

SOCIAL PROGRAMS

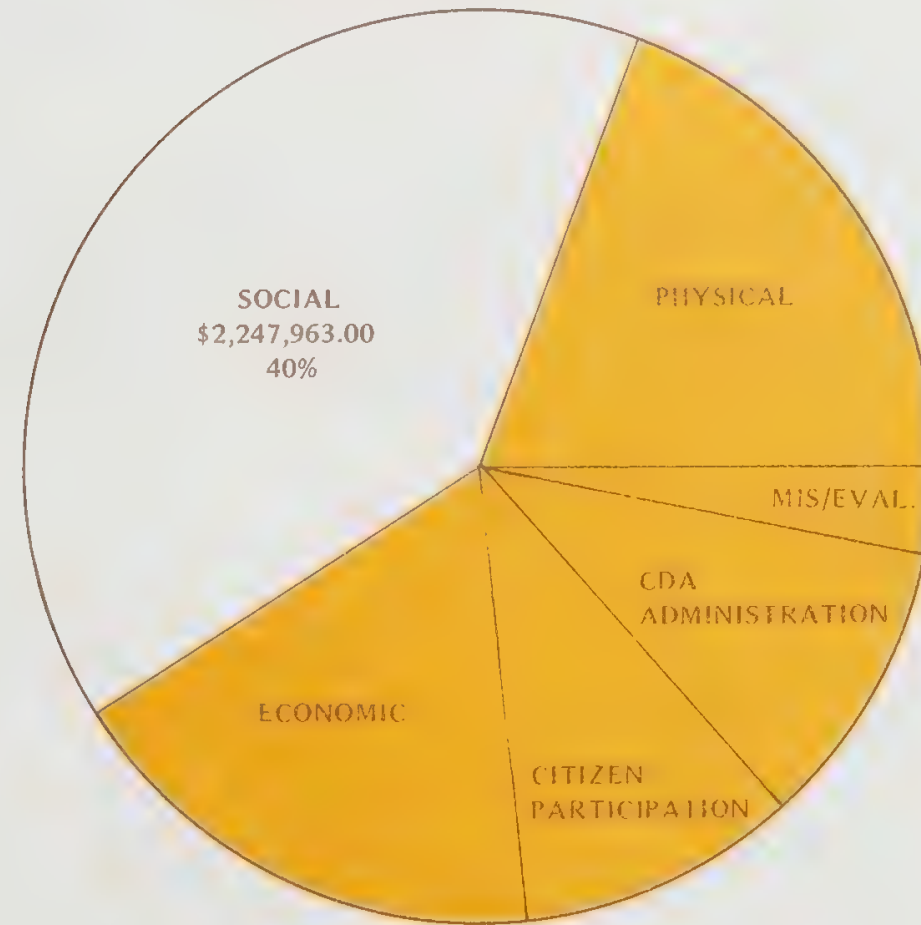
- CAREER OPPORTUNITIES PROGRAM
- STUDENT INCENTIVE PROJECT
- EDUCATIONAL SUPPORTIVE SERVICES
- MODEL CITIES SCHOLARSHIP FUND
- PROGRESSIVE SENIOR CITIZENS
- METHADONE MAINTENANCE PROJECT
- HOMEMAKER AID PROJECT

- HEALTH TRAINING PROJECT
- PARENT CHILD DEVELOPMENT CENTERS INC.
- MODEL CITIES MULTI-SERVICE CENTER
- WEST OAKLAND SOCIAL SERVICES CORPORATION
- MODEL CITIES SUMMER YOUTH PROGRAM
- POLICE INTERN PROJECT
- CITIZEN'S ADVISORY BOARD

FIRST ACTION YEAR ALLOCATION



SECOND ACTION YEAR ALLOCATION





EDUCATION

Career Opportunities Program

This project has been part of a nationwide effort to increase the number of minority teachers, through a career development program which enables instructional aides to be credentialed. The project provides classroom teaching experience, concurrent with academic training at Bay Area colleges and universities. It has been the special effort of the Oakland COP to attract Vietnam veterans into the teaching profession. Forty-six trainees have participated in this program. Ten are now teaching for Oakland Public Schools.

Operating Agency — Oakland Public Schools

Model Cities Funds:	1st Action Year	2nd Action Year
	\$110,766.00	\$103,158.00



Student Incentive Project

a. Student Counselor Aide Component

This component endeavors to improve MNA children's elementary and secondary reading and mathematics skills, and to ultimately increase student interest in pursuing a college education. Major project activities include extensive individualized tutoring and counseling, urban studies experiences, and the use of Multi-Media Learning Centers in MNA school libraries.

Approximately 80 paid tutors and 400 students have participated in this program.

b. Parent Involvement Component

This component is designed to increase MNA parent involvement in the education of their children. Primary activities have included monthly workshops, conferences with teachers and counselors, joint parent-teacher-student meetings, and field trips for the enjoyment and education of parents and children together. Approximately 200 parents have participated in this program.

Operating Agency — Oakland Public Schools

Model Cities Funds:

1st Action Year	2nd Action Year
\$125,263.00	\$389,487.00

Educational Service Project Supportive

This project was primarily designed to effectively coordinate the academic component of the Police Intern Project. In addition, the project develops and coordinates academic training for other Model Cities projects. The project has sought to encourage Model Cities employees to increase their academic training and professional qualifications. Approximately 75 persons have received project services, which include counseling and tutoring.

Operating Agency — Merritt Community College

Model Cities Funds:	1st Action Year	2nd Action Year
	\$ 31,760.00	\$ 32,680.00

Model Cities Scholarship Fund

The Model Cities Scholarship Program provides funds for Model Neighborhood Area High School graduates to pursue higher education. The scholarship recipients may attend a two or four year college of their choice. Forty-three scholarship recipients have been selected.

Operating Agency — McClymonds High School Drop-Out Prevention Board with Oakland Public Schools

Model Cities Funds:	\$ 75,000.00
---------------------	--------------

HEALTH, WELFARE AND CONSUMER SERVICES

Progressive Senior Citizens

The Senior Citizens Project participates in activities which encourage interaction between Senior Citizens from the Model Neighborhood and other Bay Area Senior Citizens groups. The project sponsors educational and cultural field trips, and provides social service agency information pertaining to the general health and welfare needs of Senior Citizens. Additionally, the project provides some employment opportunities for Model Neighborhood Senior Citizens. Over 250 persons have been served by the project.

Operating Agency — Progressive Senior Citizens

Model Cities Funds:	1st Action Year	2nd Action Year
	\$ 5,000.00	\$ 87,990.00



Methadone Maintenance Project

The goal of this project has been to reduce the number of heroin addicts in the MNA. Its major activities are methadone administration and the provision of supportive services to heroin addicts. Supportive services include group and individual psychological counseling, job referrals, and educational opportunities. The project serves approximately 150 addicts, and because of its success, recently gained state approval to service a maximum of 300 addicts, pending the procurement of a larger facility.

Operating Agency — West Oakland Community Health Center

Model Cities Funds:	1st Action Year	2nd Action Year
	\$120,000.00	\$198,194.00

Homemaker Aide Project

The project provides homecare services for needy MNA residents. These services include adult and child care, housekeeping, escort services for adults and children, nutritional planning, and consumer education. The service visits made to date total 1,320. Additionally, the project is responsible for providing academic training, career planning, and county certification, for the homemaker aides who provide the services. Eighteen (18) formerly unemployed MNA residents have been trained as homemaker aides.

Operating Agency — Alameda County Health Care Services
Department

Model Cities Funds:	1st Action Year	2nd Action Year
	\$114,531.00	\$214,686.00





Health Training Project

The project is designed to provide professional and para-professional training for West Oakland Health Center employees. A step ladder system of advancement combines on-the-job experience at the community health center with course work at various academic institutions in the Bay Area. There are 75 persons in regular full-time health training programs. Out of approximately 150 regular Health Center employees, 136 participated in various phases of the training provided by this project.

Model Cities Funds:	1st Action Year	2nd Action Year
	\$139,695.00	\$143,004.00



Parent Child Development Centers, Inc.

Model Cities provides funding for 2 of the 5 child care centers within this organization. These 2 centers serve MNA parents and children, and maintain on a continuous basis the following services:

- Parent education in child growth and development
- Safe and stimulating environment which contributes to the child's physical, emotional and intellectual growth.

Approximately 50 Model Neighborhood children and their parents are served by this successful project.

Operating Agency — Parent Child Development Centers, Inc.

Model Cities Funds:	1st Action Year	2nd Action Year
	\$ 29,438.00	\$ 22,752.00

Model Cities Multi-Service Center

The Oakland Model Cities Program is planning for the construction of a Multi-Social Service Center to house branches of various social, recreational, consumer, housing and economic development services in a single location. The facility will centralize a wide range of services and activities in a location that is convenient, modern, efficient, economical, and attractive to Model Neighborhood residents.

The facility will be near the geographic center of the Model Neighborhood and accessible to the rest of the service area by car, bike, or bus. The facility's meeting rooms and special project spaces will allow residents to conveniently meet for various community activities. The Neighborhood Facility will be one of many permanent and tangible results of the Oakland Model Cities Program.

The Oakland Model Cities Multi-Service Center has a unique plan for becoming self sufficient. The Facility will be able to support its operating expenses by rents collected from its tenants, thereby relieving the city of substantial expenditures.

Model Cities Funds:	\$ 741,000.00
Neighborhood Facility Grant Fund:	675,000.00
TOTAL	\$1,416,000.00

West Oakland Social Services Corporation

The project is responsible for coordinating the social services available to Model Neighborhood residents. Eventually, the project will manage the new Model Cities Multi-Service Center, which will provide a central location and clearing house for West Oakland's social services. To date, the project has provided agency referrals and emergency assistance grants to many MNA residents.

Operating Agency — West Oakland Social Services Corporation

Model Cities Funds:	1st Action Year	2nd Action Year
	\$191,369.00	\$118,700.00
Building Funds:	\$225,000.00	

Model Cities Summer Youth Program

The Summer Youth Program was a special recreation and work project scheduled to operate during the summer months. Approximately 150 young persons were placed in summer jobs through the project's efforts.

Operating Agency — Neighborhood Youth Corps/
Oakland Public Schools

Model Cities Funds:	\$ 56,824.00
---------------------	--------------



POLICE / COMMUNITY JUSTICE

Police Intern Project

The project is designed to increase the percentage of MNA and minority membership among line officers in the Oakland Police Department. Police Interns receive academic training along with on-the-job training, and at the end of the two year training, the Interns will become sworn Patrolmen. Presently, there are 19 Interns enrolled in the Program.

Operating Agency — City of Oakland, Police Department

Model Cities Funds:	1st Action Year	2nd Action Year
	\$104,786.00	\$192,262.00

Citizens' Advisory Board

The Board is made up of Model Neighborhood residents and professionals from the Oakland Police Department, for the purpose of improving MNA Community/Police relations. The primary activity of the project has been a Home Alert Program, designed to reduce burglaries in residences and businesses in the area. The Citizen's Advisory Board's meetings and instruction sessions have reached more than 200 MNA residents.

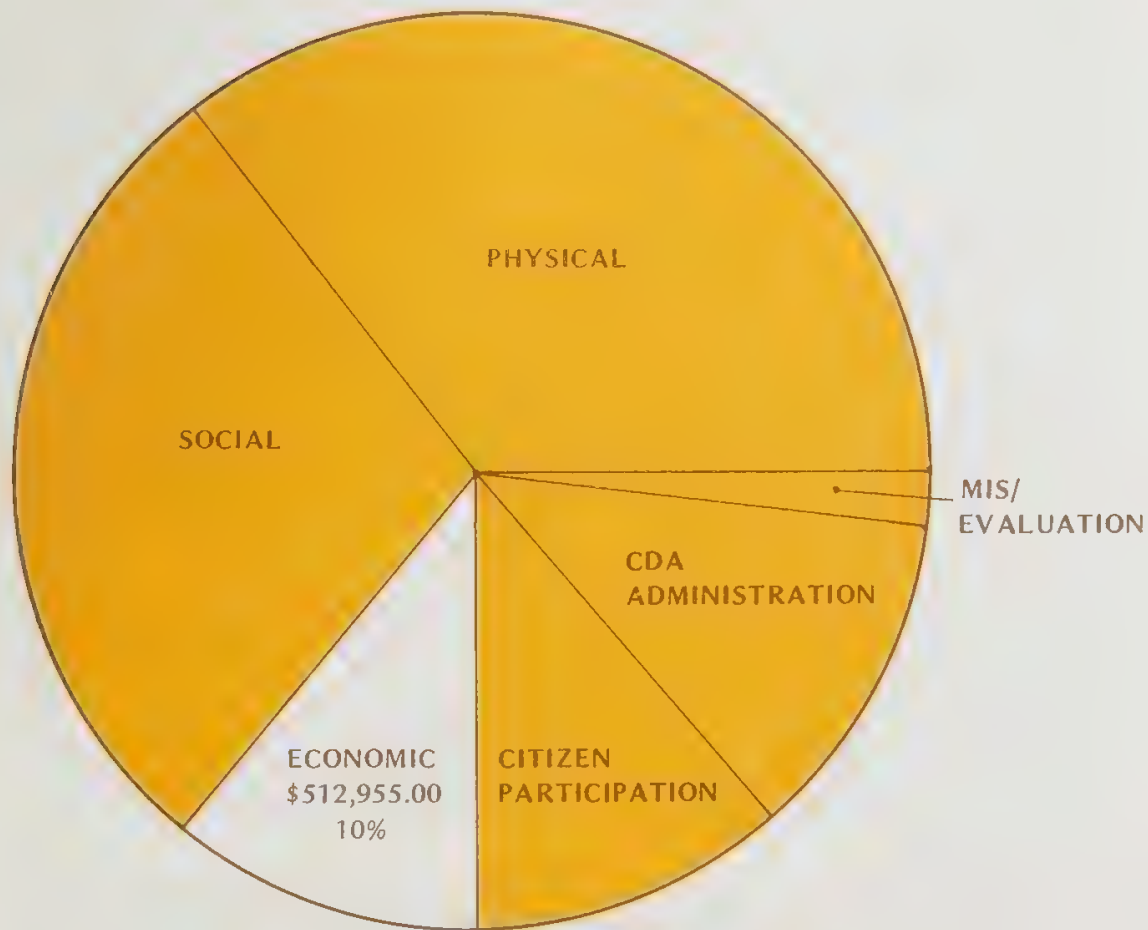
Operating Agency — Oakland Police Department

Model Cities Funds:	1st Action Year	2nd Action Year
	\$ 3,990.00	\$ 4,050.00

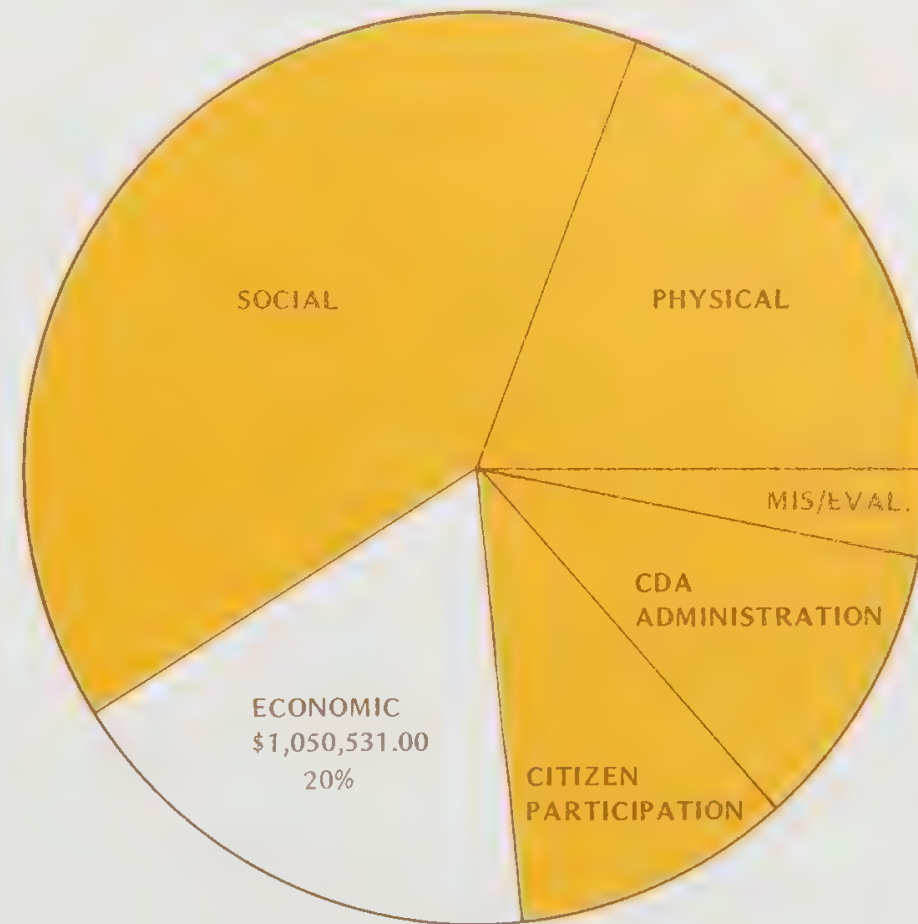
ECONOMIC DEVELOPMENT

- WEST OAKLAND COMMUNITY DEVELOPMENT CORPORATION
- BUSINESS MANAGEMENT INTERN
- PROPERTY MANAGEMENT INTERN
- COMPLIANCE PROJECT
- PROJECT PREP
- IMPACT OF MODEL CITIES EMPLOYMENT ON OAKLAND

FIRST ACTION YEAR ALLOCATION



SECOND ACTION YEAR ALLOCATION



West Oakland Community Development Corporation

The CDC provides technical aid to established and new businesses in the MNA, and encourages the development of new businesses and jobs in the community. The Community Development Corporation is scheduled to be part of the permanent legacy from the Model Cities Program to the West Oakland Community. To date, the CDC has sponsored the development of seven (7) businesses: a Sir Speedy printing franchise, a Shell gas station, a Truck-O-Mat truck washing franchise, Reeves Garage, a coin laundry, the California Voice Newspaper, and Gregg's Lettering.

Operating Agency — West Oakland Community Development Corporation

Model Cities Funds:	1st Action Year	2nd Action Year
	\$285,569.00	\$549,200.00





Management Intern Project

- a. The Oakland Small Business Development Center, Inc. (OSBDCI) component of the Management Intern Project provides technical training to MNA residents in the areas of basic business practices and fundamentals of business management. To date, thirty-nine (39) community interns have benefitted from the training this project provides.

Operating Agency — Oakland Small Business Development Center, Inc.

Model Cities Funds:

1st Action Year	2nd Action Year
\$ 58,847.00	\$163,320.00

- b. The Property Management and Maintenance component of the Management Intern Project provides training, recruitment and placement of MNA interns interested in property management and maintenance. Seventeen (17) interns have completed the first of three (3) training phases.

Operating Agency — The Shepard Real Estate Company

Model Cities Funds: \$ 31,032.00

Compliance Project

This project deals with problems of discrimination in employment and housing and unfair business practices existing in the MNA. General activities include:

- Gathering information on specific fraudulent consumer practices.
- Bringing legal and community pressure on those who, through the investigation process, have been found to be corrupt.
- Initiating a consumer education program.
- Monitoring and enforcing affirmative action hiring.

Operating Agency — Alameda County Legal Aide Society

Model Cities Funds:	1st Action Year	2nd Action Year
	\$116,525.00	\$226,972.00

PROJECT PREP

(Property Rehabilitation and Employment Program)

Project PREP is a program designed to increase minority representation in the building trades, through a program of apprenticeship training. Model Cities has contributed \$132,021 in additional funds to this existing program to include more MNA trainees, both men and women.

PREP trainees spend 32 hours a week on the job under the supervision of journeymen-craftsmen. Another 6 hours are spent in classrooms at the East Bay Skills Center for instruction on related subjects and basic education courses. Instruction is given in each of the trades, among them carpentry, painting, plumbing, roofing, drywall installation, tile setting, cement finishing, and sheet metal work.

Since its start, 68 Model Cities sponsored trainees have entered the program, and 50% already have been placed in construction jobs. Another 25% have been placed in jobs other than construction. Besides preparing men and women for the building trades, the project provides a secondary benefit — the rehabilitation of blighted family homes and neighborhood centers by the trainees. The personal benefits to low-income families and to the people using the community centers are also by-products of the project.

Some of the special neighborhood projects completed by the trainees have included the entire construction of a day-care center for the Bethlehem Lutheran Church, electric wiring for the Spanish Speaking Unity Council House, construction of redwood fencing and fire control systems at the Acorn Housing Project's Children's Center, and electric repairs at St. Columba's School. The success of the program has been noted by officials in several cities, who have considered using the project as a prototype for their areas.

Operating Agency — Project Upgrade

Model Cities Funds:	1st Action Year	2nd Action Year
	\$ 52,014.00	\$ 80,007.00



Model Cities Employment Total Combined Project Figures

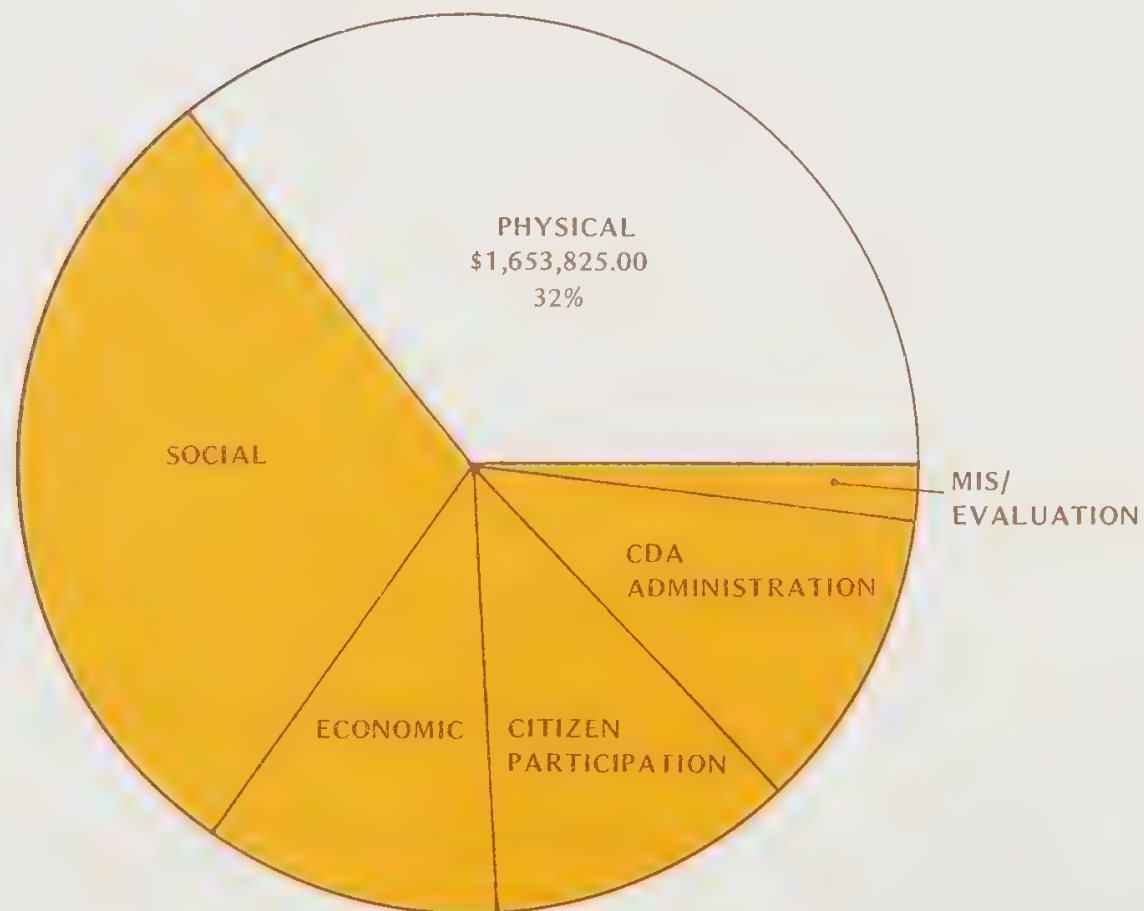
• Total persons employed by Model Cities	508
• Total Model Cities employees residing in the MNA	312
• Percent of Model Cities employees residing in the MNA	61%
• Total number of professionals employed by Model Cities	121
• Percent of professionals employed by Model Cities	24%
• Total number of para-professionals employed by Model Cities	122
• Percent of para-professionals employed by Model Cities	24%
• Total number of clerical workers employed by Model Cities	46
• Percent of clerical workers employed by Model Cities	9%
• Total number of trainees employed by Model Cities	219
• Percent of trainees employed by Model Cities	43%
• Total number of males employed by Model Cities Project	213
• Percent of males employed	42%
• Total number of females employed by Model Cities Projects	295
• Percent of females employed	58%
• Total Blacks employed	452
• Percent of Blacks employed	88%
• Total Caucasians employed	19
• Percent Caucasians employed	4%
• Total Spanish Surnamed employed	21
• Percent of Spanish Surnamed employed	4%
• Total Orientals employed	16
• Percent of Orientals employed	4%
• Total others employed	0
• Percent of others employed	0

- As a result of the Oakland Model Cities Program, unemployment has decreased in West Oakland by seven (7) percent.
- According to the United States Department of Commerce formula, the Oakland Model Cities Program has generated a \$33,150,000 impact on the Oakland economy.

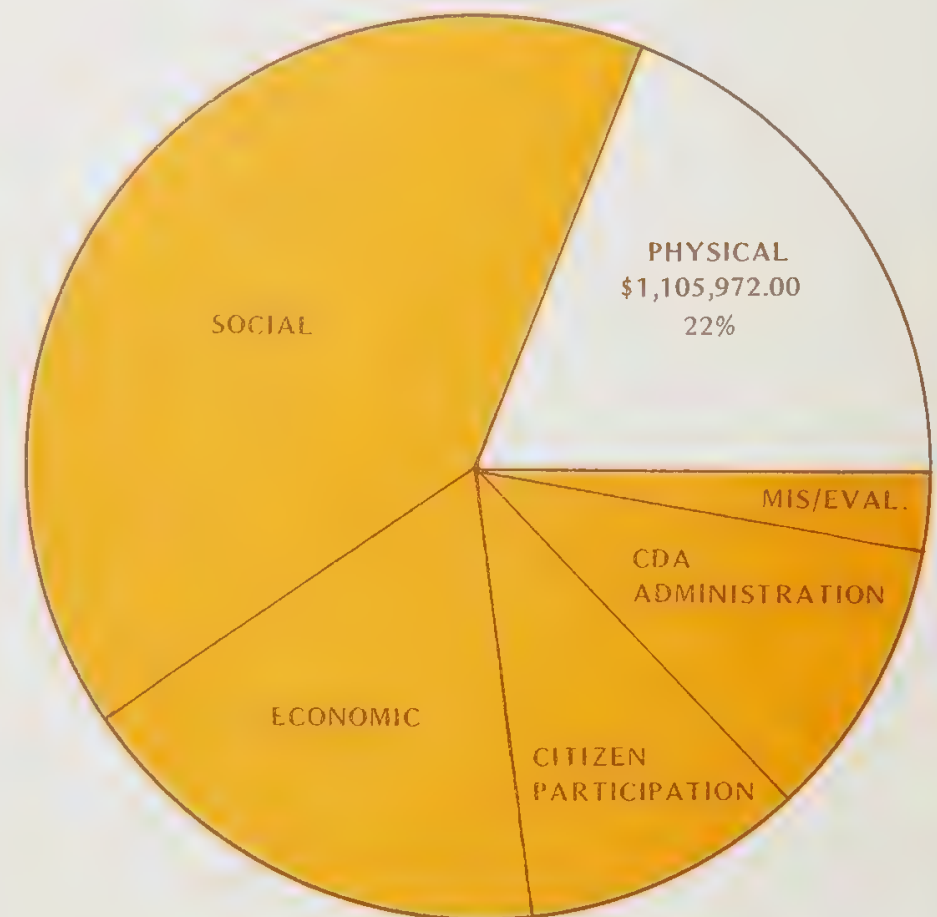
PHYSICAL IMPROVEMENT AND HOUSING

- PAINT GRANTS
- STREET IMPROVEMENT
- PARK ACQUISITION/RENOVATION
- RECREATION STAFFING
- WEST OAKLAND HOUSING DEVELOPMENT CORPORATION

FIRST ACTION YEAR ALLOCATION



SECOND ACTION YEAR ALLOCATION



Paint Grants Project

The Paint Grants Project, a highly visible and successful low-cost housing maintenance effort, was designed to provide painting and minor repairs on basically sound Model Neighborhood homes. Residents receiving grants were encouraged to do the painting themselves. Other grant recipients had their homes improved by Project Upgrade trainees, thus providing a training, as well as a physical improvement opportunity for MNA residents. Forty-five (45) MNA residential structures were painted and community response to the project has been enthusiastic.

Operating Agency — Project Upgrade

Model Cities Funds: 1st Action Year
 \$ 64,670.00



Street Improvement Project

This project involves construction or reconstruction of streets, curbs, gutters and sidewalks, and the planting of street trees at various MNA locations. Additional activities of the project are: training for small and/or minority contractors; and training and employment for MNA residents. Minority trainees and contractors participating in this project and MNA residents affected by improved street conditions have been the project's beneficiaries.

The project has had a tremendous impact on the appearance of the Model Neighborhood Area. Once blighted streets have been widened to increase the easy flow of traffic and accessibility to downtown and other service areas. Four hundred and forty-five newly planted trees, and other landscaping have contributed to the new physical attractiveness of the MNA.

The following statistical data is the amount of construction completed in the Prescott Treatment Area by the project.

- street surfacing, completed in
 - Prescott area 230,000 sq. ft.
- concrete sidewalks 86,767 sq. ft.
- concrete driveway 20,585 sq. ft.
- curbs and gutters 12,194 ft.
- sewer separation completed in
 - Prescott area 8,992 ft.
- storm drain 1,503 ft.
- sanitary sewers (house connection) 478 ft.
- street lights — covers same sidewalk
 - area as the street improvement 433
- trees 173
- inlets 27

Operating Agency — City of Oakland, Office of Public Works

Model Cities Funds:	1st Action Year	2nd Action Year
	\$628,392.00	\$324,720.00



Park Acquisition/Renovation

This project provides for the acquisition, construction, reconstruction, and improvement of tot-lots and larger park areas in the MNA. Already, the project has added substantially to the increased environmental attractiveness of the West Oakland Community. To date 8 parks are completed.

28,100 MNA residents utilizing the community's park facilities will benefit from this program.

Operating Agency — City of Oakland, Office of Public Works

Model Cities Funds:	1st Action Year	2nd Action Year
	\$167,702.00	\$ 61,058.00





Recreation Staffing Project

This project was designed to train and employ Model Neighborhood Recreation Leaders to increase:

- The number of hours of supervision at Park and Recreation facilities in the MNA.
- The range and effectiveness of recreation activities.
- The use of mobile recreation units in housing projects and other areas with high concentrations of children and few recreational facilities.

28,100 MNA residents are beneficiaries of this project.

Operating Agency — City of Oakland, Office of Parks and Recreation

Model Cities Funds:	1st Action Year	2nd Action Year
	\$ 44,495.00	\$ 52,940.00



West Oakland Housing Development Corporation

The HDC provides various innovative services to produce better housing in the West Oakland Community. These services include: technical assistance to non-profit sponsors of housing; assistance with mortgage loan applications; neighborhood housing studies; monetary assistance, such as "seed money" loans to non-profit and limited dividend sponsors; and other short-term financing, not available from the private sector. In addition, a home loan guarantee fund has been created which meets a vital community need by facilitating the securing of home improvement loans at moderate interest rates, to individuals considered to be poor credit risks.

Operating Agency — West Oakland Housing Development Corporation, Inc.

Model Cities Funds:	1st Action Year	2nd Action Year
	\$748,566.00	\$667,254.00

HOUSING





First and Second Action Year Fund Disbursal

- Home Loan Guarantee Fund
 - Funds Disbursed by WOHI
 - SAMCO — (Time Deposit) 300,000.00
 - Central Bank — (Time Deposit) 100,000.00
 - Great Western S & L (Passbook) 15,000.00
 - Home Loan Application Fees 3,025.99
 - Relocation Housing (Constru. Costs) 87,363.78
 - Homeowner Loans (Under Construction) 24,988.77
- Applications in Process
 - Approximately 50
- Revolving Loan Fund
 - Grants Approved by CDA for the Following:
 - More Oakland Residential Housing 30,000
 - Satellite Senior Homes, Inc. 12,600
 - Loans Approved by the CDA for the Following:
 - Episcopal Homes 50,000
 - Fidelis Towers 75,000.00



- Properties Acquired/Developed for the following CDA Approved Projects
 - a. ORA Relocation Housing 11,531.00
 - b. Project PREP 11,351.00
 - c. Town Homes 49,038.00
 - d. MacArthur Plaza 12,946.00
 - e. Rehab for Sale 61.00
 - f. Durant Apartments 1,830.00
 - g. Oakwood Homes No. 1 16,862.00
 - h. ORA Rehab For Sale 0—
 - i. Oakwood Homes No. 2 —0—
- Total disbursements 801,597.54
- Committed funds for Home Loan Guarantee Fund 131,011.23

ADMINISTRATIVE PROJECTS

Public Service Careers

Public Service Careers is a job placement program funded by the Department of Labor and by HUD, through Model Cities. The project's objective has been to place a substantial number of persons in Civil Service jobs by the end of the contract. Fifty percent of those placed are to be retained with full-time jobs by the City of Oakland at the end of the program. Model Cities' special concern is that MNA residents get preferential hiring. To date, almost 100 persons have been hired.

Operating Agency — Oakland Civil Service Department

Model Cities Grant Award: \$214,150.00



Management Information System

The purpose of the MIS is to provide an efficient information collecting mechanism for the planning, monitoring and evaluation of Model Cities projects and operating agencies. The project is required by HUD to serve the Model Cities administrative staff and the community, as a whole, by producing up to date information on the performance of Model Cities Projects.

Operating Agency — City Demonstration Agency

Model Cities Funds:	1st Action Year	2nd Action Year
	\$108,620.00	\$145,091.00

Relocation

The Relocation Project provides financial and administrative assistance to persons needing relocation as a result of Model Cities activities. The program has been designed to comply with the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, so that necessary relocation will be conducted with a minimum of inconvenience to those displaced. The program provides for displaced persons to be housed in newly constructed or rehabilitated housing, and encourages the development of home ownership for such persons.

Model Cities Funds: \$616,242.00

West Oakland Planning Committee

The West Oakland Planning Committee is the Citizen Participation unit of the Oakland Model Cities Program. The WOPC is made up of an elected body and a staff. The chief concern of the organization is the development of local capabilities to insure that MNA residents may have an increasing influence over the decision making processes which affect their lives.

Operating Agency – West Oakland Planning Committee, Inc.

Model Cities Funds:	1st Action Year	2nd Action Year
	\$492,000.00	\$541,216.00



MESSAGE FROM THE EXECUTIVE DIRECTOR:



(From Nation's Cities, October, 1972 issue)

With the revenue sharing legislation staring every American City squarely in the face, I want to make a few candid observations as to how I think Model Cities Programs can assume the leadership for helping their cities respond effectively to this new direction.

The first major problem that I perceive medium-size cities like Oakland will face when revenue sharing becomes a reality is a lack of capacity to handle the new resources. For example, when I became Director of the Model Cities Department, the regular budget and finance staff did not fully appreciate the methods of allocating a supplemental (i.e., block) grant. Indeed, no one foresaw the need to increase the City's capability to ~~monitor and coordinate the spending of~~ our \$5.0 million block grant. Nevertheless, because the Model Cities Department could not have functioned without this capability, Model Cities staff helped the City by developing this capability "in-house." Thus, as a result of having a Model Cities Program, Oakland has a trained and experienced administrative staff capable of handling block grant funding.

The second major problem that I see medium-size cities must overcome to effectively implement community development programs is the lack of capacity to effectively plan, manage, and evaluate non-traditional city programs.

I have observed, for instance, that traditional planning activities have not required the development of creative problem-solving strategies for the City as a whole; yet, to implement a meaningful Model Cities or revenue sharing program, a city must have this capacity. Through the unique experience of the Oakland Model Cities Program, I think the time has come when we must begin to advise our Mayors, City Managers, and other city department heads about our unique experiences and block grant management insights.

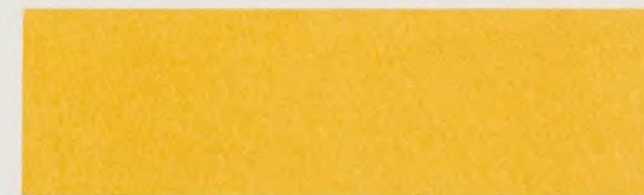
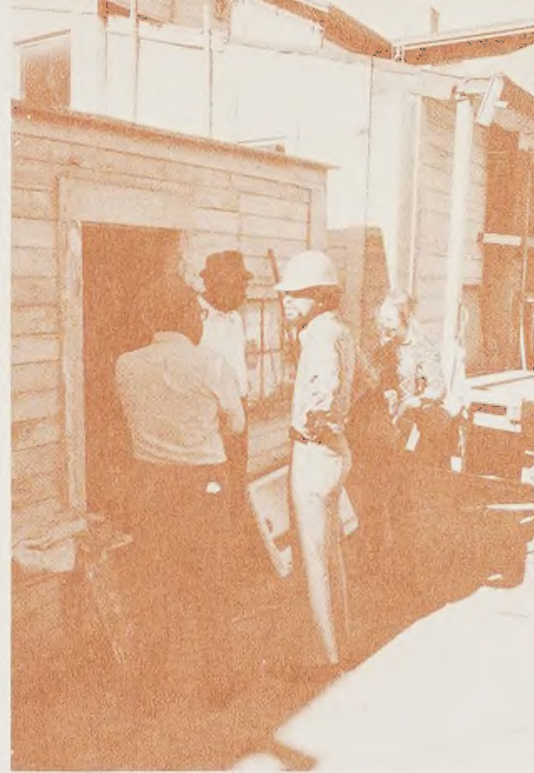


I am proud to say today that the City of Oakland has taken some fundamental steps to deal with these problems by creating a new management unit in the Office of the City Manager. This unit is run by an Assistant City Manager for Community Development. Preliminary talks suggest that the new Assistant City Manager for Community Development may assign the Model Cities Department the principal responsibility for coordinating programs for community development. This may mean assigning the responsibility for "social action" planning in other designated neighborhoods in the City outside of the present Model Neighborhood to Model Cities staff. On the other hand, it could mean loaning experienced Model Cities staff to other City departments to help manage Oakland's community development effort.

The final concern that cities must resolve to adequately implement a successful community development program is to provide a rational process for citizen participation. This process should not only provide for citizen input in priority planning activities, but should also clearly define the relative roles and responsibilities of citizens and the city government.

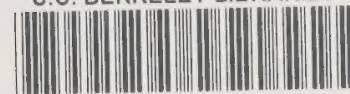
Consistent with the concept of assigning experienced Model Cities staff to city departments, I am hopeful that our citizen participation staff will ultimately become the interim staff for city-wide citizen participation structure. If the City of Oakland is going to have an effective and cooperative mechanism for citizen input in special revenue sharing, it is obvious that a trained citizen staff should be encouraged to coalesce with citizens from our other target areas and assist them in implementing a proven priority planning process for receiving citizen input.

In short, Oakland Model Cities is anticipating the arrival of community development and revenue sharing; and equally important, we are making recommendations to the City, and taking appropriate actions to facilitate the transition of Model Cities into a leadership role in community development.



This brochure was produced by the Oakland Model Cities Program, through funds provided by the United States Department of Housing and Urban Development.

U.C. BERKELEY LIBRARIES



C123307570

INSTITUTE OF GOVERNMENTAL
STUDIES LIBRARY

JUL 18 2024

UNIVERSITY OF CALIFORNIA

